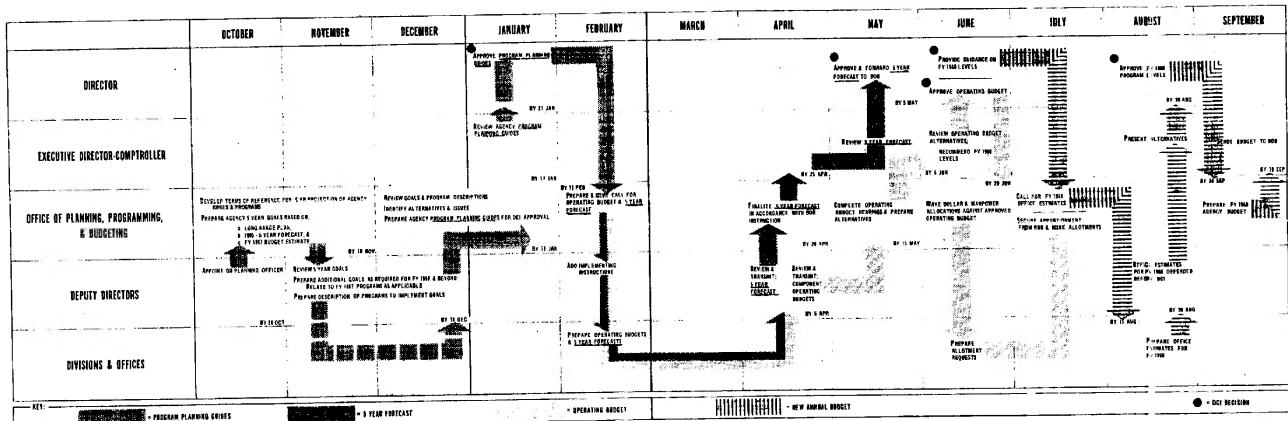


CONFIDENTIAL

PLANNING, PROGRAMMING, & BUDGETING CYCLE



CONFIDENTIAL

GROUP 1
Excluded from automatic
downgrading and
declassification

	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER
DIRECTOR				APPROVE PROGRAM PLANNING GUIDE (PGL)				APPROVE & FORWARD 1 YEAR FORECAST TO DOD	FORWARD OPERATING BUDGET TO FY YEAR LEVELS			
EXECUTIVE DIRECTOR-CONTROLLER				REVIEW AGENCY PROGRAM PLANNING GUIDE			REVIEW AGENCY FORECAST	REVIEW OPERATING BUDGET ALTERNATIVES	REVIEW OPERATING BUDGET ALTERNATIVES		FORWARD TO HEADQUARTERS	FORWARD TO DOD
OFFICE OF PLANNING, PROGRAMMING, & BUDGETING	DEVELOP SCHEME OF OPERATIONS FOR A YEAR PROJECTION OF AGENCY LEVELS & PROGRAMS PREPARE AGENCY YEAR GUIDE BASED ON: 1. LONG RANGE PLAN 2. ONE YEAR FORECASTS 3. FY PERFORMANCE CONTRACTS			REVIEW AGENCY PROGRAM PLANNING GUIDE FOR DOD APPROVAL	REVIEW AGENCY YEAR GUIDE FOR OPERATING BUDGET & 1 YEAR FORECAST	REVIEW AGENCY YEAR GUIDE FOR OPERATING BUDGET & 1 YEAR FORECAST	COMPLETE OPERATING BUDGETS ANALYZE STRATEGIES & PREPARE ALTERNATIVES	COMPLETE OPERATING BUDGETS ANALYZE STRATEGIES & PREPARE ALTERNATIVES	MAKE BOLLER & WARDENBURY AGENCY APPROVED OPERATING BUDGET	CALL FOR FY YEAR 0-1 YEAR FORECASTS	REVIEW AGENCY YEAR GUIDE	REVIEW AGENCY YEAR GUIDE
DEPUTY DIRECTORS	APPROVE PROGRAM PLANNING GUIDE				DOD IMPLEMENTATION REQUIREMENTS		REVIEW AGENCY YEAR GUIDE 1 YEAR FORECAST OPERATING BUDGET	REVIEW AGENCY YEAR GUIDE 1 YEAR FORECAST OPERATING BUDGET				REVIEW AGENCY YEAR GUIDE
DIVISIONS & OFFICES					PREPARE OPERATING BUDGETS & 1 YEAR FORECASTS				PREPARE AGENCY YEAR GUIDE			REVIEW AGENCY YEAR GUIDE

• PROGRAM PLANNING GUIDE
• 1 YEAR FORECAST
• OPERATING BUDGET
• NEW ANNUAL BUDGET
• DOD DECISION

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